**Communication Styles**

This questionnaire will help identify aspects of your communication style, particularly when you are in a position to influence or persuade others in a business situation.

To achieve this end, it asks you to consider the way you communicate. You must therefore answer each question about yourself in a business scenario, rather than in a social context.

You must be totally honest about your answers; the results would tally with how others see you behave.

To complete the questionnaire, circle the score for the word which most accurately describes you when you are making a significant business decision. The implication here is that the decision is one which you need to give due consideration to.

When you have circled a score for each of the ten statements on a page, total up each vertical column in the appropriate sub-total box at the bottom (e.g. number 8 circled four times across the questions one to ten equals a score of 32 in the second sub-total box along the bottom). Then add these sub-total scores together to give you a figure below 100. Divide by 10 to get your average score for that quadrant.

Do this exercise for each of the four quadrants, and plot the results on the Communication Style Matrix page that follows, being careful to record the appropriate score in the correct box for that quadrant. Join the scores to form a shape resembling a distorted square.

Each quadrant represents a business communication style. Your score in that box indicates your tendency or otherwise towards that style in a business decision-making scenario.

You now have an idea of your strongest and weakest style(s). The final page describes some of the characteristics typical of each style. A second document will summarise some notes for you on how to communicate effectively with individuals of each style, particularly in terms of changes you must make if they are significantly different to you, or to your dominant style(s).

**Socialiser**

**Director**

**Analyser**

**Relator**

**Quadrant One**

1. I am proud of setting personal goals and reaching them:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

2. I trust decisions made on gut and heart:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

3. I tend to be disorganised:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

4. I.am most interested in the Big Picture:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

5. I get excited about big challenges:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

6. I enjoy persuading others:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

7. I have a visibly high level of energy:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

8. I need to know that others understand how I feel:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

9. I enjoy tough competition and love winning:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

10. I take things too personally:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

Sub Total of numbers highlighted in each column

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |

**Total divided by 10 = \_\_\_\_**

**Quadrant Two**

1. I need first to get to know people I work with:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

2. I am very forgiving when people make mistakes:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

3. I believe that people are at least as important as business objectives:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

4. I tend to avoid saying things that will lead to conflict:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

5. I think small talk is an important part of doing business:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

6. I like people and people like me:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

7. I frame my questions so people will not be hurt:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

8. I am supportive of others:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

9. I want to be given plenty of time to make up my mind:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

10. I enjoy a relaxed environment:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

Sub Total of numbers highlighted in each column

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |

**Total divided by 10 = \_\_\_\_**

**Quadrant Three**

1. I need to know how something works before I buy it:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

2. I need to know that thorough preparation has been done:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

3. I won’t make decisions until I fully understand the details:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

4. I get annoyed when I hear a sweeping statement:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

5. I need to measure detailed information against existing data:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

6. I ask detailed questions to check if others understand the subject:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

7. I need to understand the criteria involved in a decision:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

8. I need a logical progression of ideas:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

9. I need to see support and back-up material:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

10. I like to bury myself in the details of a tough problem:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

Sub Total of numbers highlighted in each column

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |

**Total divided by 10 = \_\_\_\_**

**Quadrant Four**

1. I get impatient when someone goes into detail:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

2. I just want to hear the bottom line:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

3. I sharply challenge others on key points:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

4. I respond quickly and concisely:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

5. I tend to intimidate other people:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

6. I dislike talk that is not focused on the objectives:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

7. I’m very direct:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

8. I show impatience quickly:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

9. I’m quick to cut someone off if I feel my time is being wasted:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

10. I make decisions very quickly:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Always | Usually | Often | Sometimes | Seldom | Never |
| 10 | 8 | 6 | 4 | 2 | 0 |

Sub Total of numbers highlighted in each column

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |

**Total divided by 10 = \_\_\_\_**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **10** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | **10** |
|  | **9** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | **9** |  |
|  |  | **8** |  |  |  |  |  |  |  |  |  |  |  |  |  |  | **8** |  |  |
|  |  |  | **7** |  |  |  |  |  |  |  |  |  |  |  |  | **7** |  |  |  |
|  |  |  |  | **6** |  |  |  |  |  |  |  |  |  |  | **6** |  |  |  |  |
|  |  |  |  |  | **5** |  |  |  |  |  |  |  |  | **5** |  |  |  |  |  |
|  |  |  |  |  |  | **4** |  |  |  |  |  |  | **4** |  |  |  |  |  |  |
|  |  |  |  |  |  |  | **3** |  |  |  |  | **3** |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  | **2** |  |  | **2** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  | **1** | **1** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  | **1** | **1** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  | **2** |  |  | **2** |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | **3** |  |  |  |  | **3** |  |  |  |  |  |  |  |
|  |  |  |  |  |  | **4** |  |  |  |  |  |  | **4** |  |  |  |  |  |  |
|  |  |  |  |  | **5** |  |  |  |  |  |  |  |  | **5** |  |  |  |  |  |
|  |  |  |  | **6** |  |  |  |  |  |  |  |  |  |  | **6** |  |  |  |  |
|  |  |  | **7** |  |  |  |  |  |  |  |  |  |  |  |  | **7** |  |  |  |
|  |  | **8** |  |  |  |  |  |  |  |  |  |  |  |  |  |  | **8** |  |  |
|  | **9** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | **9** |  |
| **10** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | **10** |

**Quadrant 3**

**Analyser**

Key Values

**Quadrant 2**

**Relator**

Key Values

**Communication Styles**

**Quadrant 4**

**Director**

Key Values

**Quadrant 1**

**Socialiser**

Key Values

**Notes**